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Employee Engagement Survey

with **consultancy+**



**SOUTH YORKSHIRE
PENSIONS AUTHORITY**

Introduction

Hello and welcome to results of the staff engagement survey.

This report contains the following:

- A bespoke index
- Net Promoter Score
- Results to each question asked in the survey
- Insights into the data
- Qualitative feedback
- Raw survey data

Index

The SYPA staff survey index provides an overall survey score, along with a score for each section of the survey. This provides benchmark data that will be used in future surveys.

How to use the index

The score for each question is calculated as the mean average response, with a range of -2 to 2. Each section will then produce a score of between -100 and 100. With the overall score also being between -100 and 100. Any positive score means that any "agree" or "strongly agree" responses outweigh "disagree" or "strongly disagree" responses.

consultancy ⁺		Score
My Role	Access to resources	0.96
	Trusted to make decisions	1.02
	Know what is expected	0.96
	SECTION SCORE	49.21
Leadership and Management	Receive feedback	0.49
	Opinions count	0.54
	Aware of goals and values	1.01
	Understand how to contribute	0.88
	SECTION SCORE	36.43
Professional Development	Training available	0.61
	Coaching support	0.98
	Stimulated by my role	0.51
	Career path	0.22
	SECTION SCORE	28.96
Working Environment	Treated fairly	1.32
	Inspired by my team	1.18
	Work/life balance	1.01
	Wellbeing support	0.91
	SECTION SCORE	55.34
	TOTAL INDEX SCORE	43.16

Average of the responses

Overall section score

Total survey score

Index vs 2018

Below shows a comparison against the 2018 survey. Whilst not all questions from 2018 are the same, and therefore cannot be included, the survey is matched as close as possible. Weightings have also been adjusted to enable question and section comparison.

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		Score	2018	Score
My Role	Access to resources	0.96	N/A	
	Trusted to make decisions	1.02	Q7	1.00
	Know what is expected	0.96	Q7	0.94
	SECTION SCORE	49.21		48.46
Leadership and Management	Receive feedback	0.49	Q9	0.63
	Opinions count	0.54	Q14	0.07
	Aware of goals and values	1.01	Q14	
	Understand how to contribute	0.88	Q14	
	SECTION SCORE	36.43		17.44
Professional Development	Training available	0.61	Q11	0.61
	Coaching support	0.98	N/A	
	Stimulated by my role	0.51	N/A	
	Career path	0.22	Q11	0.41
	SECTION SCORE	28.96		25.46
Working Environment	Treated fairly	1.32	Q12	0.99
	Inspired by my team	1.18	Q8	1.37
	Work/life balance	1.01	Q7	1.08
	Wellbeing support	0.91	N/A	
	SECTION SCORE	55.34		57.24
TOTAL INDEX SCORE		43.16	TOTAL INDEX SCORE	37.19

Net Promotor Score (NPS)

The NPS lets you measure employee satisfaction with a single question. Your score represents the net percentage of your customers who are promoters of your organisation.

On a scale of 0-10, how likely is it you will recommend working here to a friend or colleague?

Based on their responses, your employees will fall into one of three groups.

Promoters: 9-10. Loyal enthusiasts who will recommend your company as a good place to work to their friends and family.

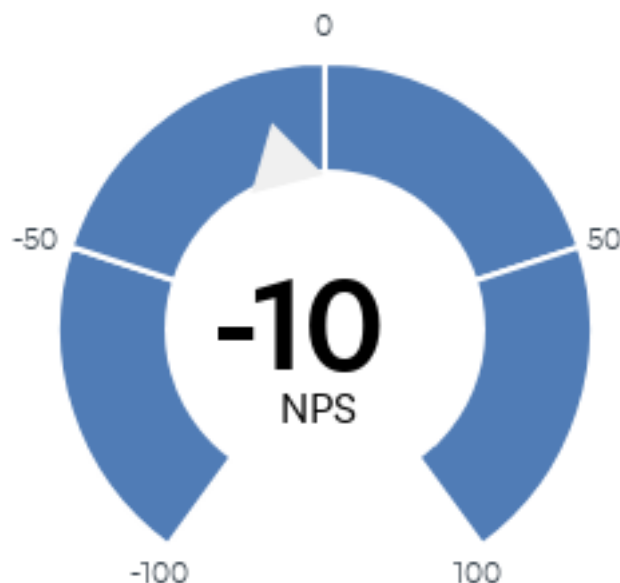
Passives: 7-8. Satisfied but unenthusiastic who could be swayed.

Detractors: 0-6. Unhappy employees who have the potential to damage your reputation

The score is calculated using: (% of customers who are Promoters) - (% of customers who are Detractors) = Net Promoter Score

SYPA Results

DETRACTORS (0-6)	PASSIVES (7-8)	PROMOTERS (9-10)	NET PROMOTER® SCORE
32% 26	46% 37	22% 18	-10



Survey Results

This section shows the quantitative results from each section of the survey.

There was a total of 82 respondents to the survey.

Overall results of each question are shown.

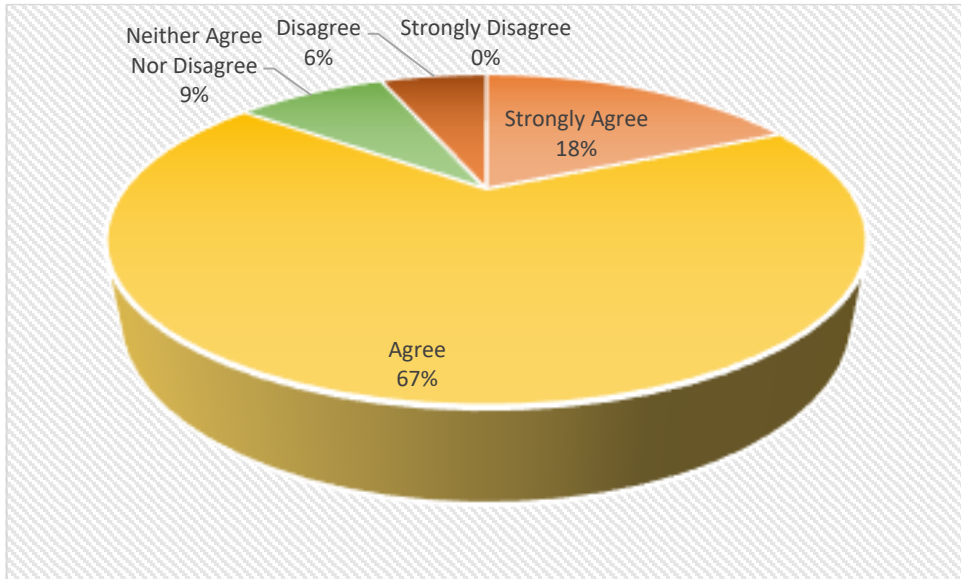
The results can be filtered by:

- Department
- Tenure
- Age

We have therefore drawn out any relevant or interesting insights and comparisons across the workforce for each questions.

My role

Q1. I have access to the resources and information that I need to do my job well

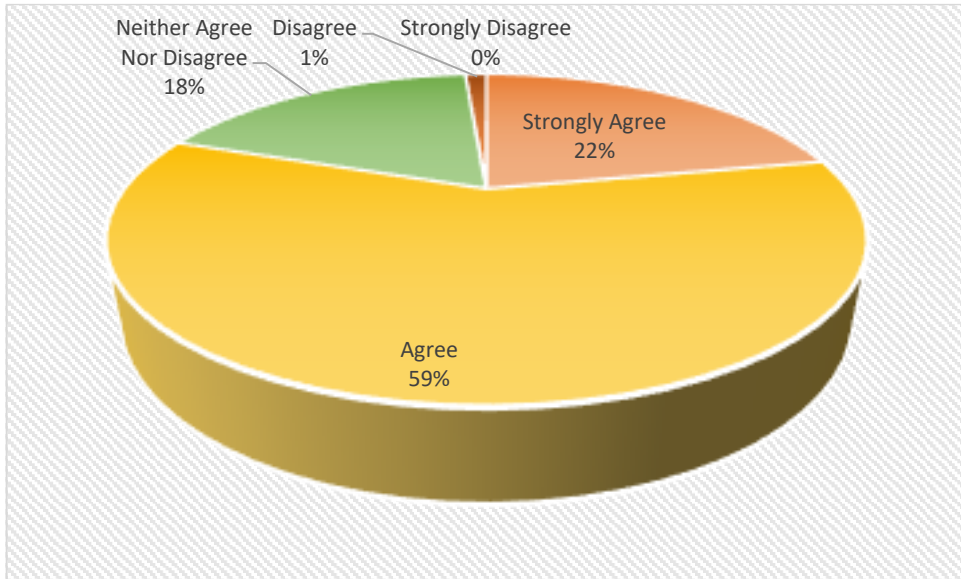


Insights

- Consistent response across tenure and age
- Investment Strategy and Finance and Corporate with a 100% positive response
- Pensions Admin with 10% negative response
- IT with 13% negative response

My role

Q2. I am trusted to make decisions

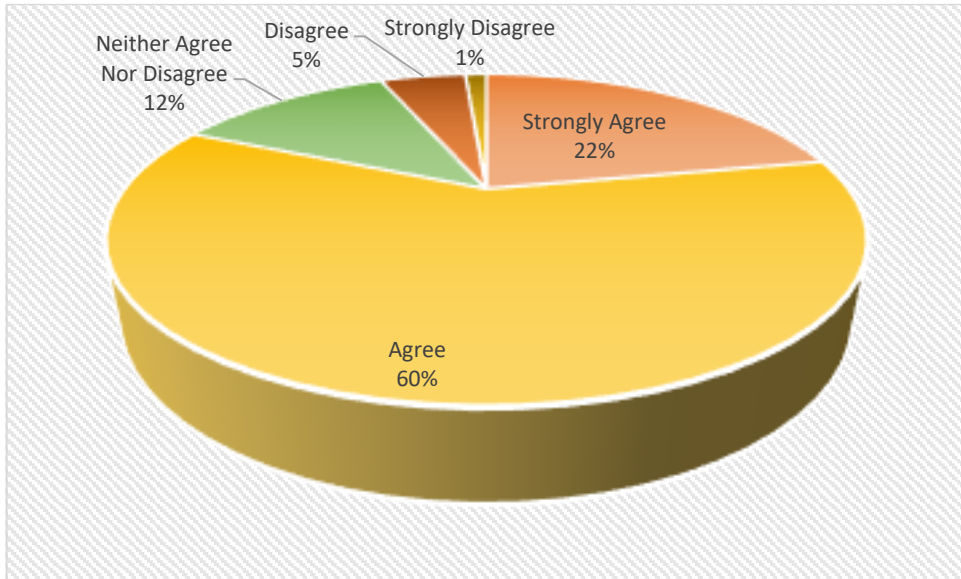


Insights

- Consistent response across tenure and age
- 50% of the IT response strongly agree
- Consistent across other departments

My role

Q3. I know what is expected of me in my role

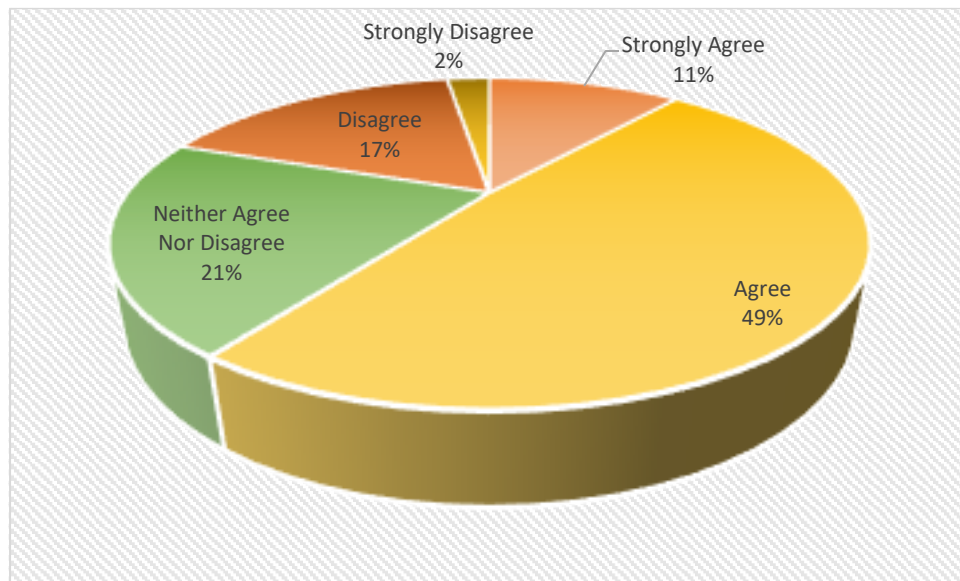


Insights

- 100% agreement from the 1-2 years tenure response
- 100% agreement from the 18-24 age category
- Consistent response across departments, with IT having the greatest negative response at 13%

Leadership and Management

Q4. I regularly receive feedback on my performance

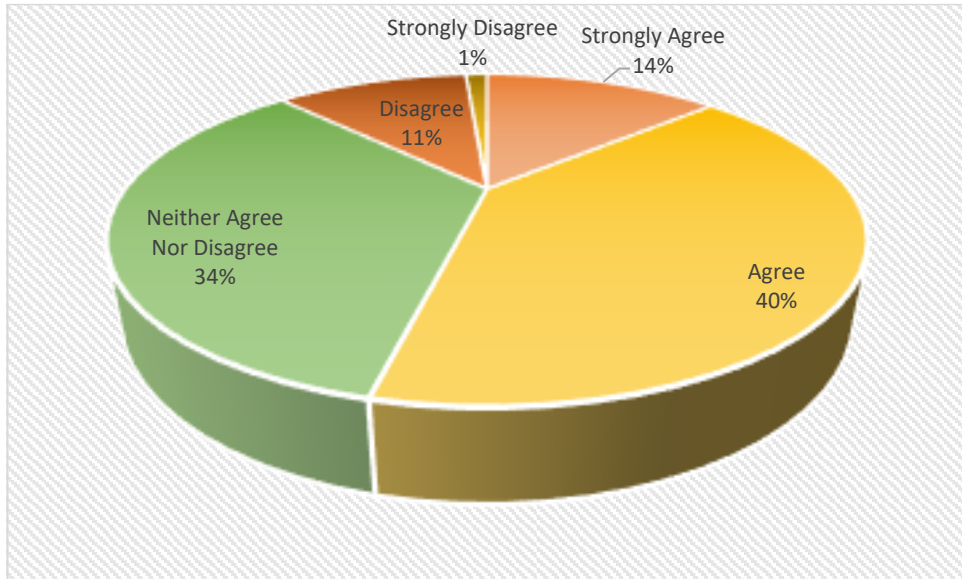


Insights

- 33% of those with 1-2 years tenure agreed
- Consistent across other tenure categories
- Consistent response across age
- Polarised response from Investment Strategy: 33% strongly agree, 33% disagree, 33% neither
- IT with 38% disagreeing

Leadership and Management

Q5. I feel that my opinions count

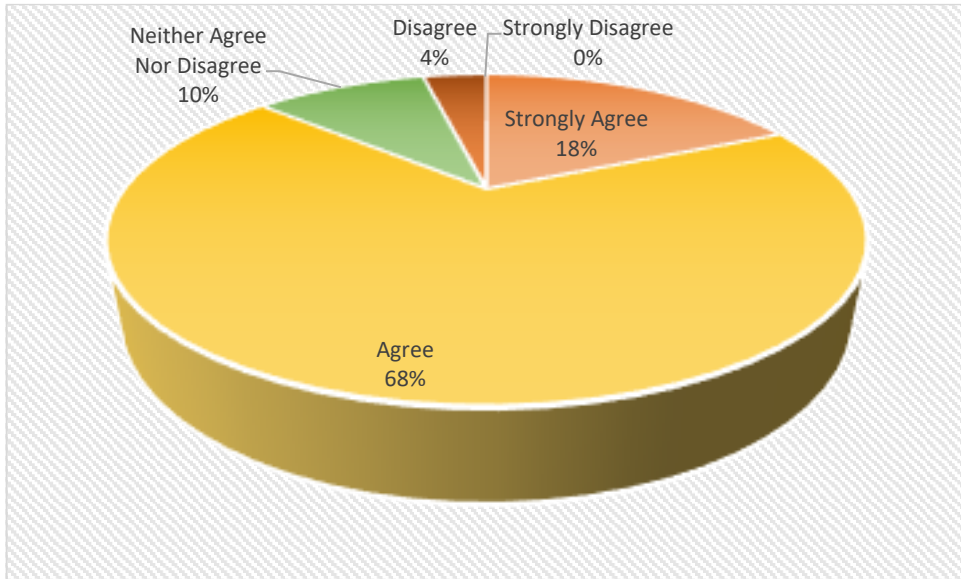


Insights

- 77% of less than 1-year tenure agreed vs 50% of everyone else agreeing
- Consistent response across age
- 42% agreement in finance vs 56% across the rest of the organisation

Leadership and Management

Q6. I am aware of the organisation's goals and values

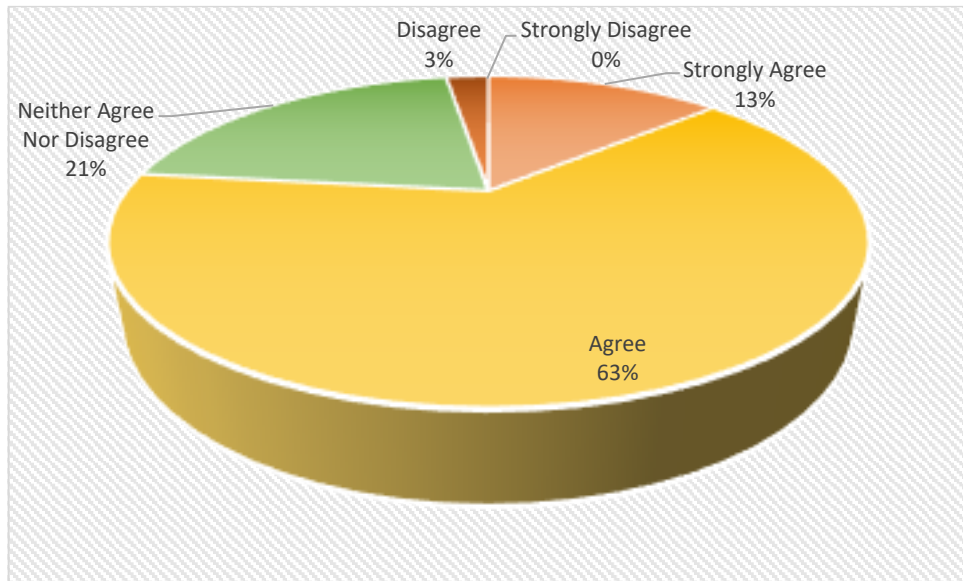


Insights

- Consistent response across age and tenure
- IT with 13% disagreement vs 3% across the rest of the organisation

Leadership and Management

Q7. I understand how I can contribute to achieving these goals

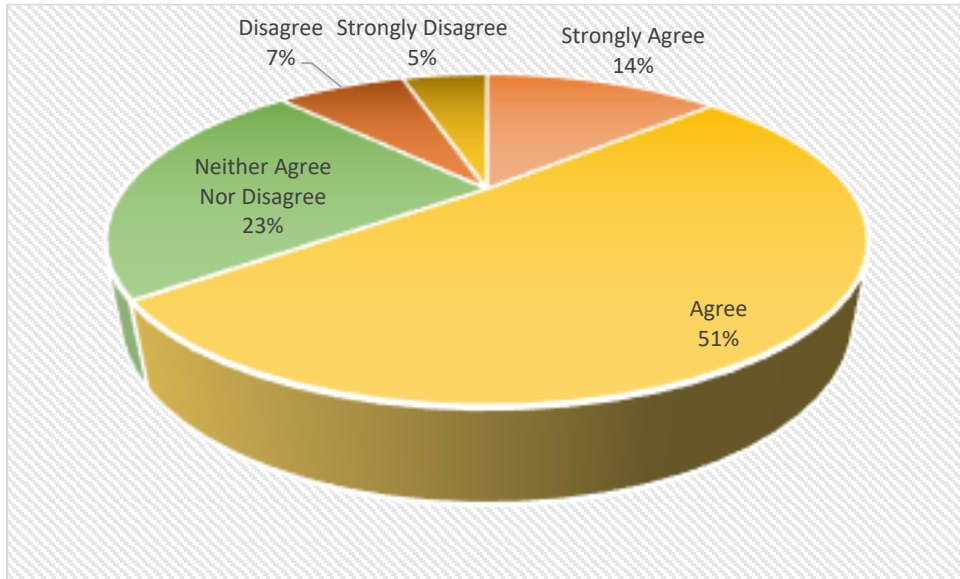


Insights

- Consistent response across age, tenure and department

Professional Development

Q8. There is training/tools available for me to improve my skills

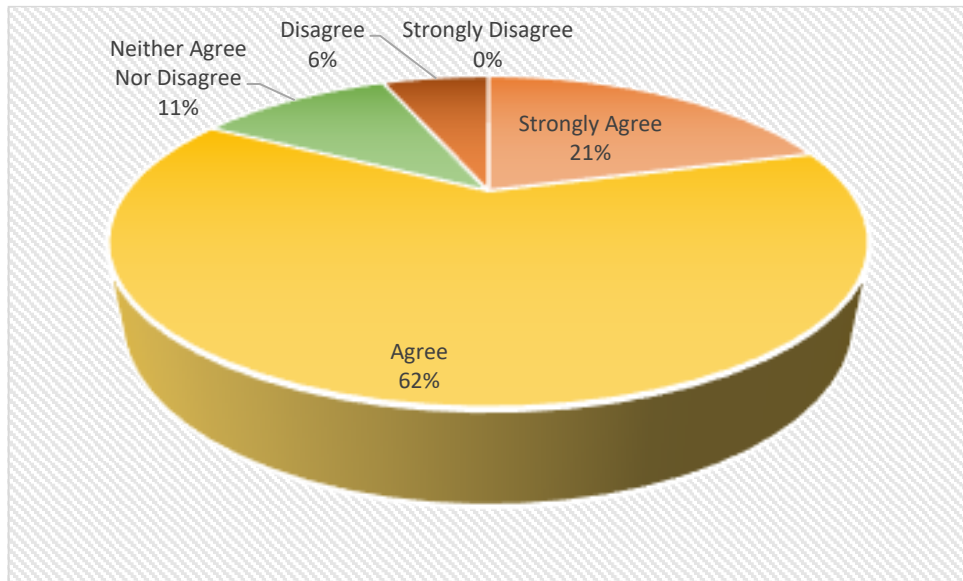


Insights

- 62% agree with tenure over 2 years vs 70% with tenure under 2 years
- Consistent response across age
- 12% showing a positive response in IT vs 70% across the organisation

Professional Development

Q9. My manager supports me in improving my skills

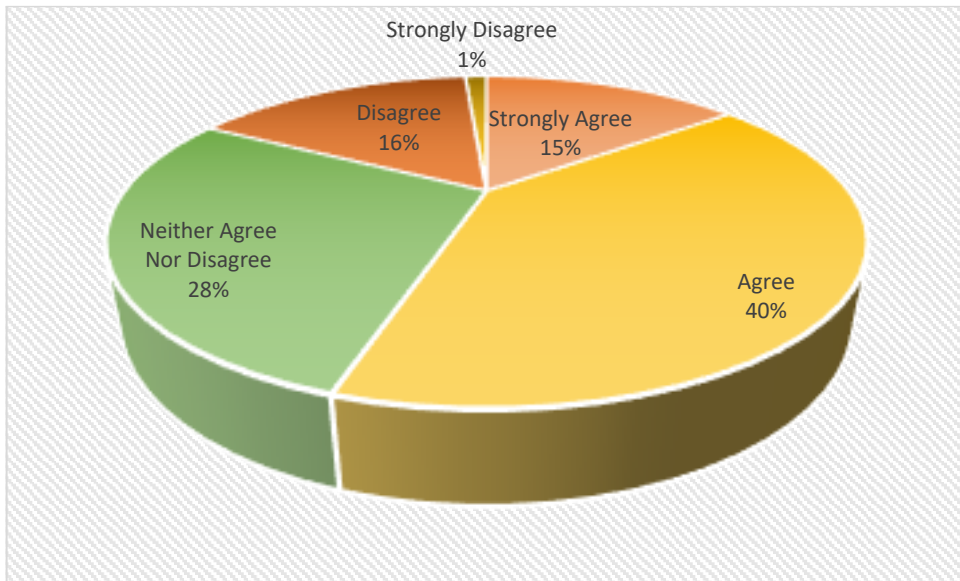


Insights

- Consistent response across tenure and age
- 37% agree in IT vs 88% across the rest of the organisation

Professional Development

Q10. I feel stimulated by my role

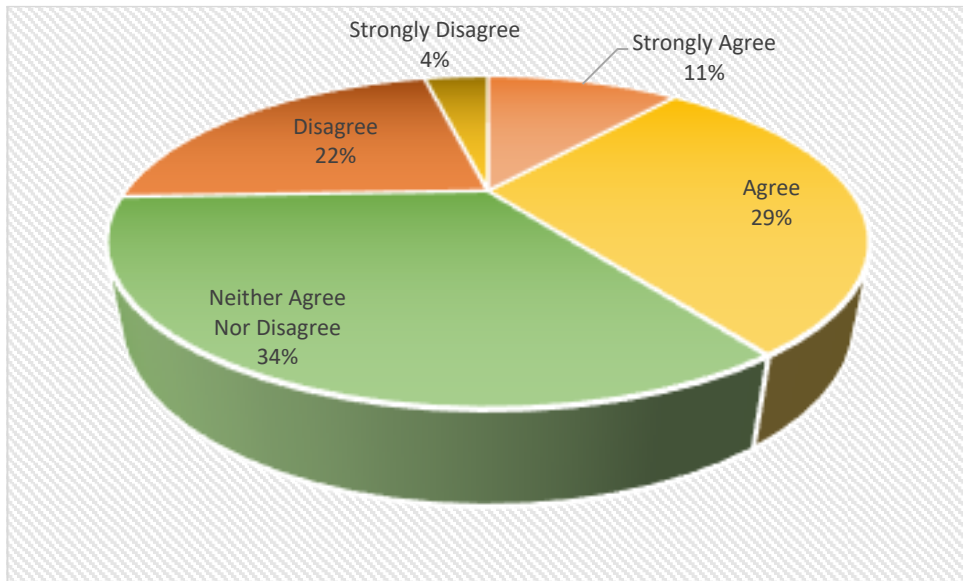


Insights

- Tenure: less than 1 year and more than 5 years 40% agree vs 57% 1-2 years and 2-5 years
- Consistent response across age and department

Professional Development

Q11. I have a clear understanding of the next steps in my career here

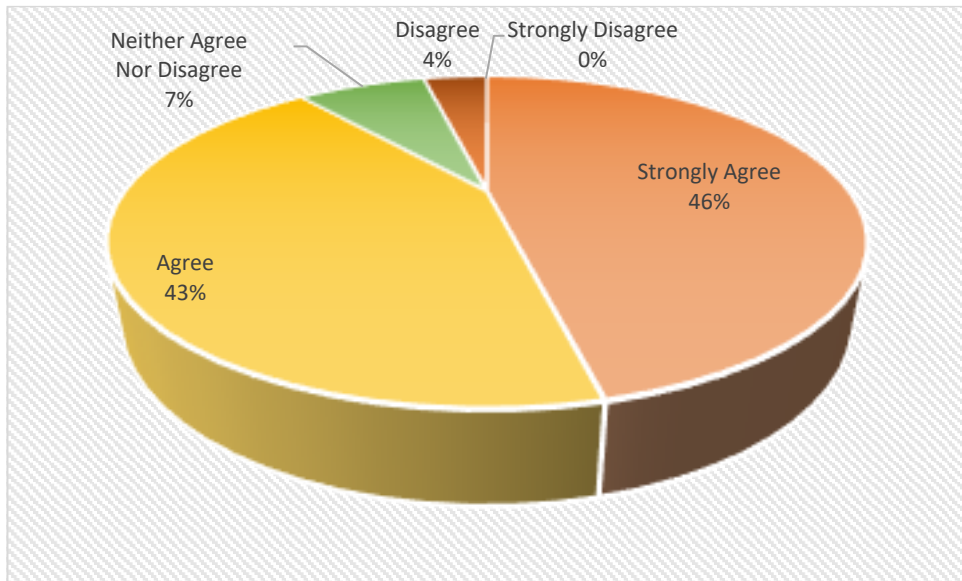


Insights

- 69% with less than 1-year tenure agreed vs 36% agreement across the rest of the organisation
- 73% agreement from aged 55 or older vs 35% across the rest of the organisation
- Consistent across all departments

Working Environment

Q12. I am treated fairly by my manager

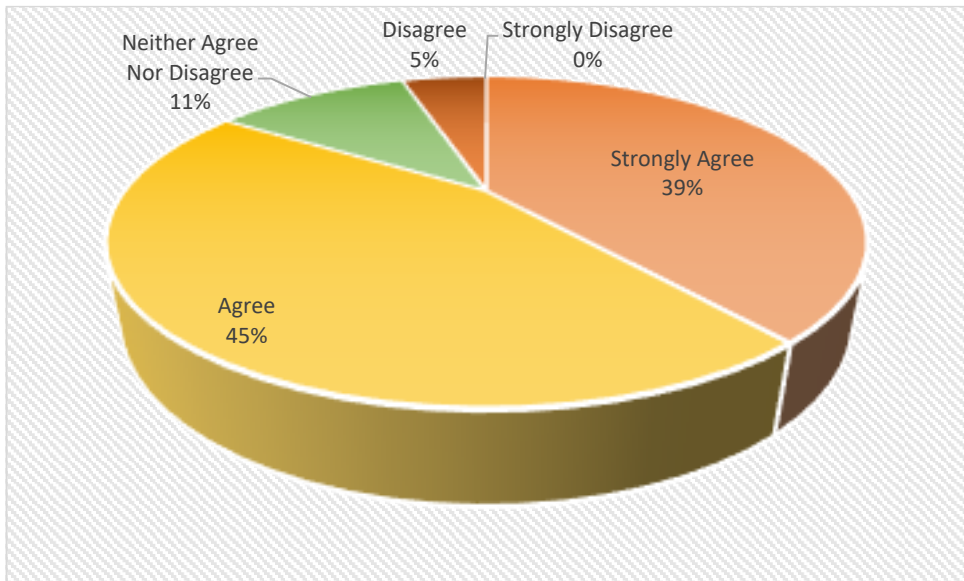


Insights

- 6% disagreed with tenure of more than 5 years vs 0% across the rest of the organisation
- Consistent response across age
- 0% disagreement in IT and Investment Strategy

Working Environment

Q13. I work within a collaborative and supportive team

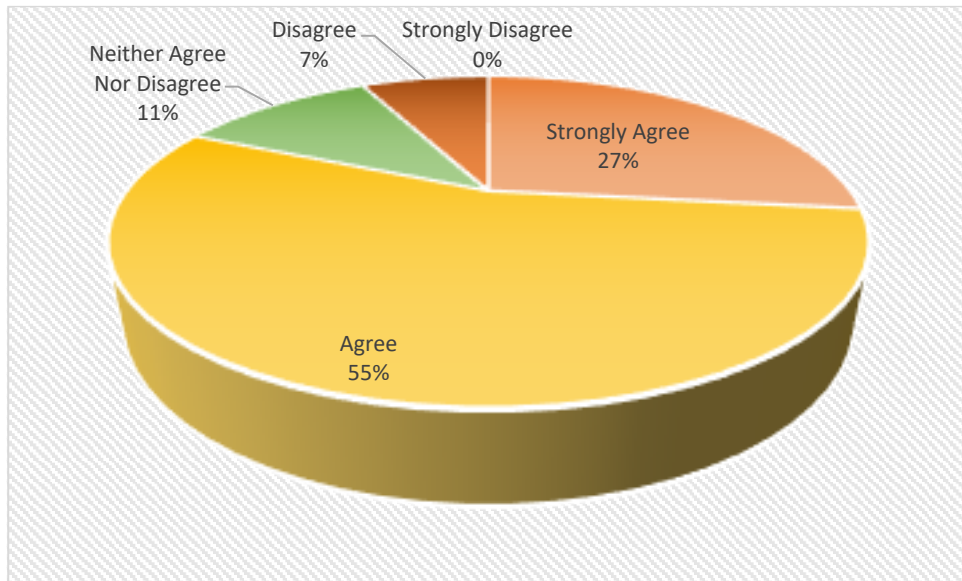


Insights

- 7% disagreed with over 5 years tenure vs 0% across the rest of the organisation
- Consistent response across age
- 7% disagreed within Pensions admin vs 0% across the rest of the organisation

Working Environment

Q14. I have a good work/life balance

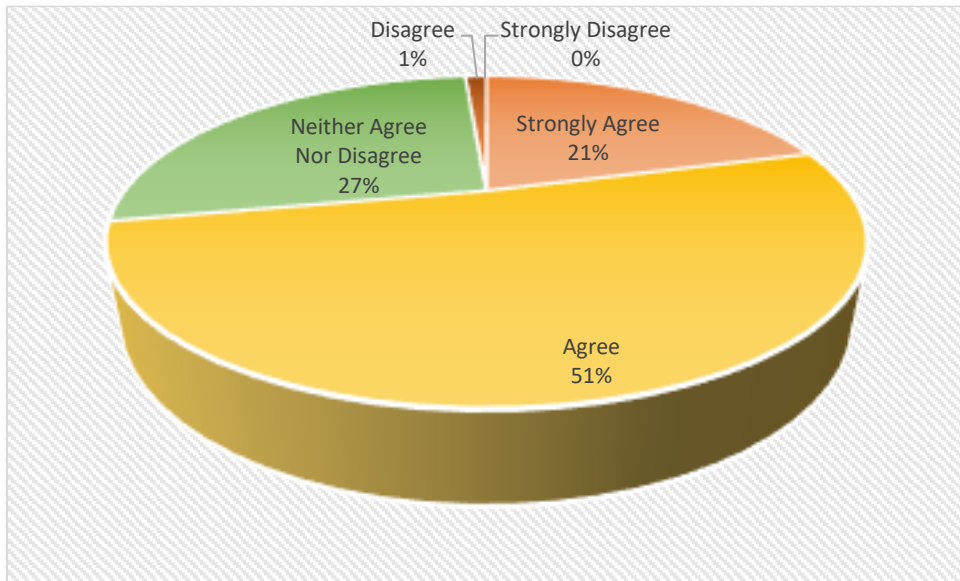


Insights

- 100% agreement in those with tenure less than 1 year
- Consistent response across age
- 65% agreement across Finance and IT vs 87% agreement across the rest of the organisation

Working Environment

Q15. SYPA has good wellbeing initiatives that support me at work



Insights

- Consistent response across all tenures, age and departments

Qualitative results

The section shows the qualitative results of the staff survey. The key trends from each section have been summarised below, along with any notable comments raised.

My Role

- The role of Pensions Officer has recently been increased in scope, with more duties added. Mixed response to this.
- Resources sometimes hard to find on SharePoint
- Pensions Officers feeling stretched and overworked

“Nice to have regular conversations and dialogue with my Manager now, and feel I have support and he listens to what I say. Just need to be careful and not put too many additional duties on though, without something being moved somewhere else”

“As I understand it I am a pensions officer however, it would appear that I am also now a payroll officer, call centre operative and deal with virtual advisory consultant all with no consultation”

“It would be helpful if the portal was fully up to date but it is understandable that the support team currently don't have the resources for this”

“Workload constantly added to (for instance passing over of Payroll duties) with scant regard for the effect on employees”

“The knowledge Wiki is only half finished with answers, email addresses aren't always correct or present on EPIC”

“Locating resources and information can be time-consuming. SharePoint is a bit of a labyrinth and the new portal is only partially up-to-date”

Leadership and Management

- Feeling that senior management need to be heard and comminate more, especially given the current circumstances
- Positive comments on immediate line manager relationships

“I get regular positive feed back from my line manager”

The SMT make all the right noises about being supportive and have facilitated some useful “courses for managers and staff”

Qualitative results

“Management seem remote especially in the current circumstances and the organisation still seems quite divided”

“Apart from the monthly stand up meetings you don't here from management at all. We have only had one since March. It would have been nice for the weekly update to have been presented in person at least once a month. I believe management don't realise that we need this contact more now we are working from home”

“Lack of communication between SMT, line managers & teams makes my work difficult”

“Currently in the best management/team leader set up that I have had in all the time at sypa”

Professional Development

- High workload and demands make it hard to think about professional development
- Unclear on how to progress and how the grade structure works
- Harder to access training whilst working from home

“Being an experienced officer at the top of my grade I feel there is no more avenues unless you want a management position or to move to a total different department! If you don't want these roles I feel this is frowned upon by SM”

“Professional development takes a back seat due to the constant demands placed upon me and the team. In some respects, it now feels like my career at SYPA has reached its limit of progression”

“I feel that we do receive training where it is necessary but feel, at the stage which I am at, I would need to ask for further skills to be developed if I wanted to progress as there is no set development plan in place at present”

“I understand that there is progression within my role but it hasn't been explained to me in a clear way”

“I don't feel there is a clear path for how I could progress my career here. All management roles require management experience as an essential criteria. There isn't any way to gain management experience unless you hold a managerial position”

Qualitative results

Working Environment

- Working from home has impacted the team environment
- Seem to be a lot of good intentions but seen as skirting around the real issues
- Overworked pensions officers finding it impacts on wellbeing

“My line Manager is excellent and so are my team members, there is not doubt that we have all been there for each other and remained positive whilst morale has been low at times whilst working from home”

“Working from home has made it more difficult to interact as a team, having a mentor has helped me very much as 1st point of contact if I have problems/need advice”

“I feel very happy in my team and in the wider organisation. The resources put into health and wellbeing are much appreciated: particularly the physio support, mental health training and homeworking allowance”

Survey Data

Below is the question data informing this report.

Question	Results					Percentage Split				
	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree	Strongly Agree	Agree	Neither Agree Nor Disagree	Disagree	Strongly Disagree
I have access to the resources and information that I need to do my job well	15	55	7	5	-	18%	67%	9%	6%	0%
I am trusted to make decisions	18	48	15	1	-	22%	59%	18%	1%	0%
I know what is expected of me in my role	18	49	10	4	1	22%	60%	12%	5%	1%
I regularly receive feedback on my performance	9	40	17	14	2	11%	49%	21%	17%	2%
I feel that my opinions count	11	33	28	9	1	13%	40%	34%	11%	1%
I am aware of the organisation's goals and values	15	56	8	3	-	18%	68%	10%	4%	0%
I understand how I can contribute to achieving these goals	11	52	17	2	-	13%	63%	21%	2%	0%
There is training/tools available for me to improve my skills	11	42	19	6	4	13%	51%	23%	7%	5%
My manager supports me in improving my skills	17	51	9	5	-	21%	62%	11%	6%	0%
I feel stimulated by my role	12	33	23	13	1	15%	40%	28%	16%	1%
I have a clear understanding of the next steps in my career here	9	24	28	18	3	11%	29%	34%	22%	4%
I am treated fairly by my manager	38	35	6	3	-	46%	43%	7%	4%	0%
I work within a collaborative and supportive team	32	37	9	4	-	39%	45%	11%	5%	0%
I have a good work/life balance	22	45	9	6	-	27%	55%	11%	7%	0%
SYPA has good wellbeing initiatives that support me at work	17	42	22	1	-	21%	51%	27%	1%	0%
Total	255	642	227	94	12	21%	52%	18%	8%	1%